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APPLICATION NO.	FILING DATE	FIRST NAMED INVENTOR	ATTORNEY DOCKET NO.	CONFIRMATION NO.
09/855,091	05/14/2001	Susan S. Lineberry	17207-00012	8608

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John S. Beulick
Armstrong Teasdale LLP
One Metropolitan Sq., Suite 2600
St. Louis, MO 63102

EXAMINER

JARRETT, SCOTT L

ART UNIT	PAPER NUMBER
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3623

DATE MAILED: 02/03/2005

Please find below and/or attached an Office communication concerning this application or proceeding.

Office Action Summary

Application No.

09/855,091

Applicant(s)

LINEBERRY ET AL.

Examiner

Scott L. Jarrett

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-- The MAILING DATE of this communication appears on the cover sheet with the correspondence address --

Period for Reply

A SHORTENED STATUTORY PERIOD FOR REPLY IS SET TO EXPIRE 3 MONTH(S) FROM THE MAILING DATE OF THIS COMMUNICATION.

- Extensions of time may be available under the provisions of 37 CFR 1.136(a). In no event, however, may a reply be timely filed after SIX (6) MONTHS from the mailing date of this communication.
- If the period for reply specified above is less than thirty (30) days, a reply within the statutory minimum of thirty (30) days will be considered timely.
- If NO period for reply is specified above, the maximum statutory period will apply and will expire SIX (6) MONTHS from the mailing date of this communication.
- Failure to reply within the set or extended period for reply will, by statute, cause the application to become ABANDONED (35 U.S.C. § 133). Any reply received by the Office later than three months after the mailing date of this communication, even if timely filed, may reduce any earned patent term adjustment. See 37 CFR 1.704(b).

Status

- 1) ☐ Responsive to communication(s) filed on 30 November 2004.
- 2a) ☒ This action is **FINAL**. 2b) ☐ This action is non-final.
- 3) ☐ Since this application is in condition for allowance except for formal matters, prosecution as to the merits is closed in accordance with the practice under *Ex parte Quayle*, 1935 C.D. 11, 453 O.G. 213.

Disposition of Claims

- 4) ☒ Claim(s) 1,3-17 and 19-79 is/are pending in the application.
- 4a) Of the above claim(s) 1,3-17 and 19-79 is/are withdrawn from consideration.
- 5) ☐ Claim(s) _____ is/are allowed.
- 6) ☒ Claim(s) 1,3-17 and 19-79 is/are rejected.
- 7) ☐ Claim(s) _____ is/are objected to.
- 8) ☐ Claim(s) _____ are subject to restriction and/or election requirement.

Application Papers

- 9) ☐ The specification is objected to by the Examiner.
- 10) ☒ The drawing(s) filed on 21 September 2001 is/are: a) ☒ accepted or b) ☐ objected to by the Examiner.
Applicant may not request that any objection to the drawing(s) be held in abeyance. See 37 CFR 1.85(a).
Replacement drawing sheet(s) including the correction is required if the drawing(s) is objected to. See 37 CFR 1.121(d).
- 11) ☐ The oath or declaration is objected to by the Examiner. Note the attached Office Action or form PTO-152.

Priority under 35 U.S.C. § 119.

- 12) ☐ Acknowledgment is made of a claim for foreign priority under 35 U.S.C. § 119(a)-(d) or (f).
- a) ☐ All b) ☐ Some * c) ☐ None of:
1. ☐ Certified copies of the priority documents have been received.
2. ☐ Certified copies of the priority documents have been received in Application No. _____.
3. ☐ Copies of the certified copies of the priority documents have been received in this National Stage application from the International Bureau (PCT Rule 17.2(a)).

* See the attached detailed Office action for a list of the certified copies not received.

Attachment(s)

- 1) ☒ Notice of References Cited (PTO-892)
- 2) ☐ Notice of Draftsperson's Patent Drawing Review (PTO-948)
- 3) ☐ Information Disclosure Statement(s) (PTO-1449 or PTO/SB/08)
Paper No(s)/Mail Date _____
- 4) ☐ Interview Summary (PTO-413)
Paper No(s)/Mail Date _____
- 5) ☐ Notice of Informal Patent Application (PTO-152)
- 6) ☐ Other: _____

DETAILED ACTION

1. This Final Office Action is responsive to applicant's amendment filed November 30, 2004. Applicant's amendment of Date amended claims 1, 3-17 and 19-79; claims 2 and 18 being previously canceled. Currently, claims 1, 3-17 and 19-79 are pending.

Response to Amendment

2. Applicant's arguments filed on November 30, 2004 with respect to claims 1, 3-17 and 19-79 have been considered but are moot in view of the new ground(s) of rejection.

Claim Rejections - 35 USC § 102

3. The following is a quotation of the appropriate paragraphs of 35 U.S.C. 102 that form the basis for the rejections under this section made in this Office action:

A person shall be entitled to a patent unless –

(b) the invention was patented or described in a printed publication in this or a foreign country or in public use or on sale in this country, more than one year prior to the date of application for patent in the United States.

4. Claims 1, 3-17 and 19-79 are rejected under 35 U.S.C. 102(b) as being anticipated by Marpe et al., U.S. Patent No. 6,581,039.

5. Regarding Claims 1, 9, 16, 32, 38, 44, 58, 66 and 74 Marpe et al. teach a system for the planning, management and execution of merger and acquisition projects (process, lifecycle, transactions) comprising a plurality of modules (sections, sub-

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systems, systems, tools, etc.) including but not limited to (Figure 7 and 16, as shown below):

- reporting and tracking including an executive dashboard (Figure 7, Element 702; Figure 8, Element 800; Column 17, Lines 60-68; Column 18, Lines 1-68; Column 19, Line 53-54);
- decision management comprising several key components: issue management, change control, readiness assessment and discussion database/bulletin board (Column 33, Lines 34-68; Figure 13);
- execution tools for planning and managing the integration specific activities that need to be completed and further comprising five execution functions: communication, quality management, risk management, testing and conversion events (Figure 8, Element 708; Column 40, Lines 40-45);
- planning guide (Column 47, Lines 40-68; Column 48-54; Table 45) and project management tools enabling users create, use, view, modify and search for a plurality of project items (work plans, templates, documents, reports, guiding principles, etc.; Column 17, Lines 55-58);
- value realization for analyzing and tracking costs, benefits, valuations, etc. (Column 40, Lines 26-40; Figure 7, Element 706);
- references comprising: a deliveries library, contacts, calendars, and organization charts, deliverables repository that enable users to create, modify and track all project deliverables (Column 40, Lines 60-65; Column 42, Lines 59-64; Column 40, Lines 56-59); and

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- industry solution packs comprising predefined solution sets, templates, deliverables, and the like for a plurality of industries, companies and assets including but not limited to: financial services, banking, health services, insurance and information technology (Column 52, Lines 23-68; Column 53, Lines 1-24).

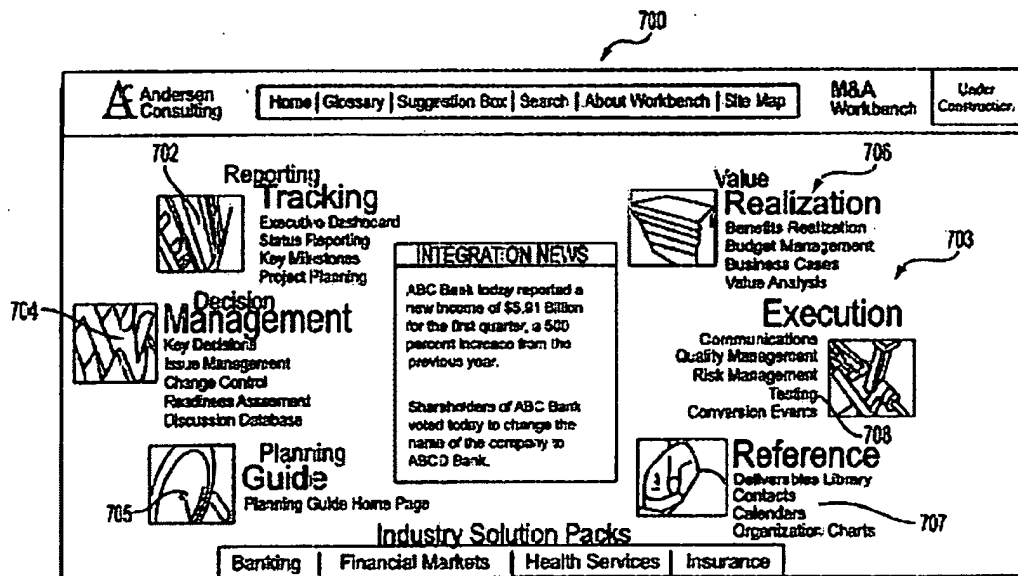


FIG. 7

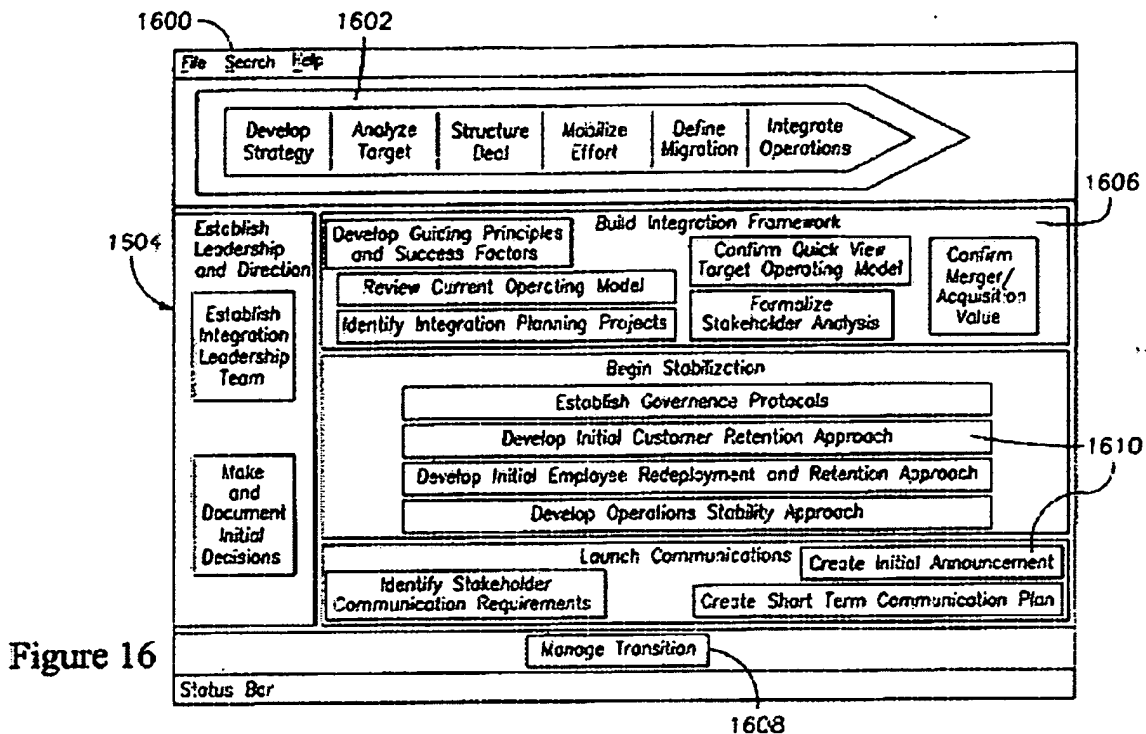


Figure 16

Marpe et al. further teach that one of the subsystems includes a Merger and Acquisition Engine System (sub-system, module; M&A Engine) that provides knowledge management and delivery capabilities to facilitate the learning and execution of merger related activities (tasks, events, work) based on past project experiences thereby providing a reusable knowledge base (Column 9, Lines 23-68; Column 10, Lines 1-37; Column 47, Lines 40-68).

Marpe et al. teach that the merger and acquisition management system is specifically tailored to support the entire Merger and Acquisition Lifecycle (process; Column 33, lines 53-55; Column 37, Lines 1-5; Column 40, Lines 22-24; Column 44, Line 26; Column 46, Lines 65-68; Columns 59-68; Claims 13 and 16-18) and that the

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lifecycle comprises (Column 53, Lines 24-68; Column 54, lines 1-68; Column 55, Lines 1-15; Figure 20 and as shown below):

- three periods (stages, phases): Pre-Deal, Deal and Post Deal;
- seven phases (stages, process, steps): Develop Strategy, Analyze Target, Structure Deal, Mobilize Effort, Define Migration, Integrate Operations (Column 50, Lines 30-38; Column 49, Lines 58-68; Column 50, Lines 1-45; navigation chevron; Figure 2, Element 200; and
- one ongoing process/phase: Manage Transition (Figure 20, Element 2012; as shown below) further comprising several key activities including but not limited to: the development overall an program management structure, risk and issue management, timeline/schedule management and the estimation and management of the work effort (Column 54, Lines 57-68).

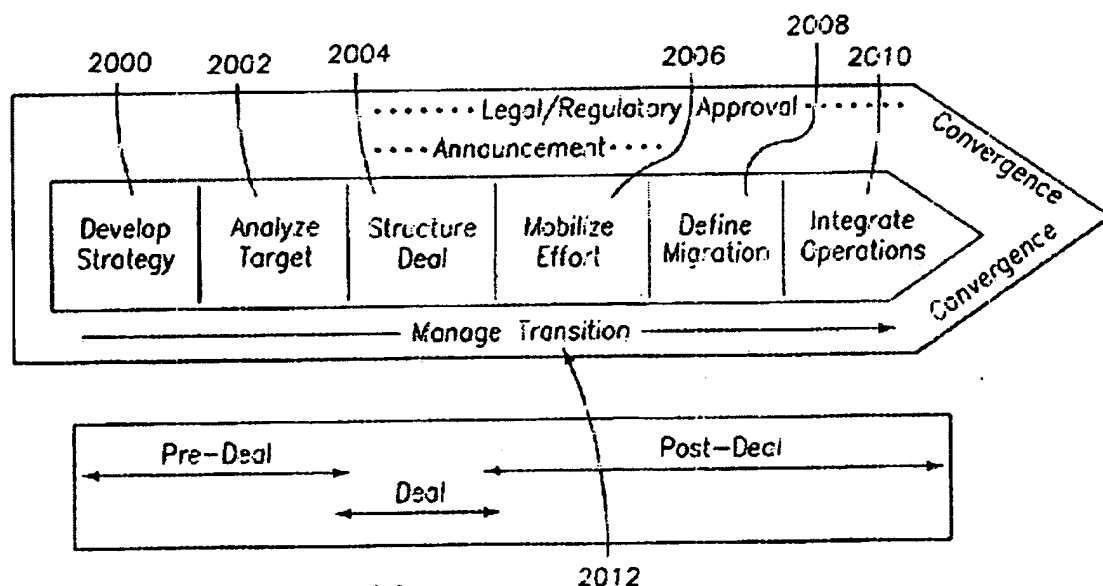


Figure 20

Marpe et al. teach that the merger and acquisition management system (M&A Workbench) comprises a plurality of integration areas (lines of business, projects, topics, processes, readiness areas) that are selected by the user and each of which include a plurality of project related information (checklists, templates, help modules, sample documents and the like) and further that these integration areas include but are not limited to (Column 18, Lines 20-23 and 66-68; Column 19, Lines 1-45; Column 40, Lines 26-55; Column 52, lines 25-68; Column 55, Lines 1-24; Column 44, Lines 26-30; Column 45, Lines 19-27; Column 46, Lines 65-68; Column 47, Lines 40-68; Column 48, Lines 1-13; Column 55, Lines 5-8; Figures 10 and 25; Figure 7, Element 705):

- people: executive business leader, project teams, organization charts, integration leadership team, employee retention, customers, clients, consultants, etc.; and

- processes: customer service, quality management, risk management, operations, issue management, human resources, finances, technology, budget management, value analysis, operations stability, customer retention, legal, governance, regulatory, etc.

Marpe et al. further teach that the merger and acquisition system enables user to interactively navigate the M&A Workbench and that the system is accessed through a graphical user interface comprising of a plurality of interactive and unique diagrams (images, models, pictures, graphics, etc.) representing the project. Each interactive diagram contains a plurality of related and predefined of activity boxes (Figure 16, Element 1610) wherein the user's selection of an activity box causes a drop down menu

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(Figure 18) to be displayed in which the menu items vary depending on the activity box selected (Column 50, Lines 55-68).

More generally Marpe et al. teach that the merger and acquisition system provides users the ability to explore, pick and choose, and manage the various levels of the project through the use of the graphical user interface wherein a plurality of pre-defined tasks (events, activities) are categorized into phases (stages, periods, areas; Column 13, Lines 30-33) thereby enabling users to drill-down from a project phase(s) to merger activities, and then further to specific task packages and deliverables associated with that activity (Figures 4, 16 and 17 and as shown below; Column 9, Lines 21-60; Column 10, Lines 16-19).

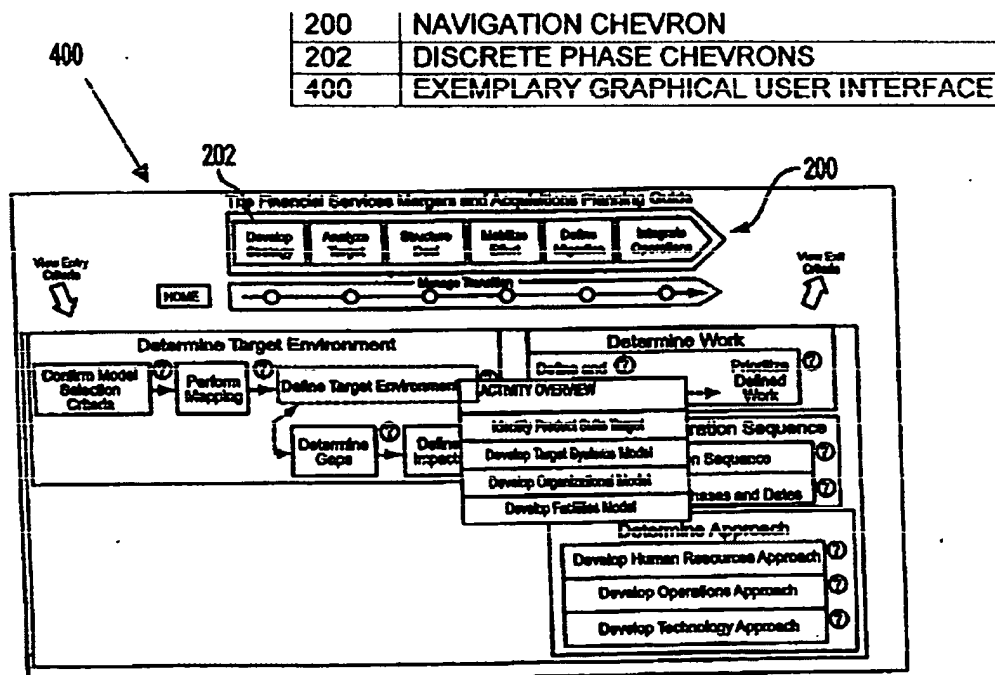


FIG. 4

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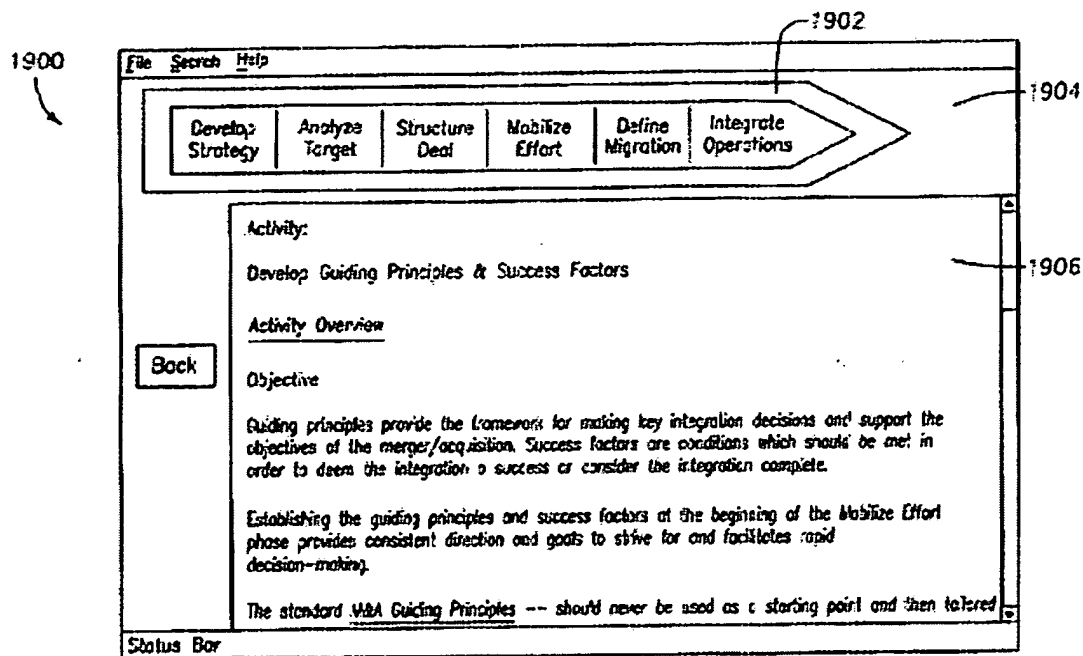


Figure 19

Marpe et al. teach that the merger and acquisition system provides a plurality of items (documents, information) related to each of the activities and the overall project including but not limited to: project plans, work plans, templates, sample documents, past experiences, historical/threaded discussions, 30/60/90 plan, milestones, bulletin boards, reports, status reports, readiness assessments (by area), best practices, guiding principles, help, organization charts, checklists and a plurality of other deliverables (Column 1, Lines 44-55; Column 10, Lines 5-10 and 32-35; Column 18, Line 7; Column 31, Lines 20-32; Column 32, Lines 63-68; Column 33, Lines 1-6 and 45-51; Column 54, Line 48). More specifically Marpe et al. teach this information is based on past experiences (projects; Column 9, Lines 21-47; Column 47, Lines 40-68).

Marpe et al. further teach that the merger and acquisition management system enables users to create, view, search, modify, share a plurality of information related to

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integration events, activities, tasks, milestones, issues and the like wherein the details include but are not limited to: owner (responsible), assigned to, start date, end date, comments (notes), attached document, team, area, risks, priority, dependencies, status, detail description, and a plurality of other predefined and user defined attributes (Figures 3, 4, 6, 18 and 19; Tables 2-17, 20-29 and 31-34).34).

Marpe et al. further teach that this information is accessible via the graphical user interface's menus and screens and that the items can be created, modified, stored and searched by the user through a plurality of means (uploads, real-time discussions, forms, document/deliverables repository, databases, local data stores, etc.; Column 24, Lines 1-68; Column 26, Lines 1-30; Column 31, Lines 25-68; Figures 9, 10 and 17; Tables 7, 13-15, 20 and 42). Marpe et al. further teaches that the documents include a plurality of formats including: HTML, Excel, Word and PowerPoint. (Column 52, Lines 17-22).

Marpe et al. further teach that the merger and acquisition management system utilizes a plurality of technologies including but not limited to: HTML, Java, web server, databases, HTML, SGML, Internet browser, ODBC, Object Oriented Programming and the like to deliver an interactive web based M&A planning and executing system (Column 3, Lines 1-68; Column 4, Lines 4-8; Column 9, Lines 1-20; Column 33, Lines 13-22; Figures 1 and 17).

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6. Regarding Claims 3, 4, 10, 11 and 75 Marpe et al. teach that the merger and acquisition management system receives, displays and stores a plurality of user defined and pre-defined project information (documents, deliverables, reports, activities, tasks, etc.) and that the project information is categorized into a plurality of phases and integration areas as discussed above.

7. Regarding Claims 5 and 12 Marpe et al. teach that the merger and acquisition management system includes an administrator function (Column 43, Lines 11-16) for performing a plurality of administrative functions.

8. Regarding Claims 6, 13 and 76 Marpe et al. teach that project information is available in a plurality of formats including but not limited to spreadsheet and web as discussed above.

9. Regarding Claims 7, 14, 17, 23, 25 and 34-36 Marpe et al teach that the merger and acquisition management system displays a plurality of information related to each of the predefined integration events (tasks, activities) and phases including but not limited to guiding principles, best practices, templates, document sample, attached (uploaded) documents, help, and the like as discussed above (Figures 3, 4, 6, 14, 18 and 19; Tables 20 and 42; Column 16, Lines 2-10; Column 30, Line 48-50; Column 31, Line 25).

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10. Regarding Claims 8, 15, 21, 31 and 50 Marpe et al. teach that the merger and acquisition management system provide a plurality of project related documents including but not limited to: sample documents, templates, work plans, best practices, online help, guiding principles, checklists and the like as discussed above.

11. Regarding Claim 19 and 48 Marpe et al. teach that the merger and acquisition management system provides an overview of acquisition integration (M&A Planning Guide; Column 47, Lines 40-68; Columns 48-54; Table 45).

12. Regarding Claims 20, 37, 49 and 77 Marpe et al. teach that the merger and acquisition management system provides for a plurality of means for collecting, storing and disseminating user feedback (bulletin board, discussion database, suggestion box; Column 15, Lines 5-68; Figure 7 as shown above).

13. Regarding Claim 22 Marpe et al. teaches that the merger and acquisition management system utilizes a plurality of databases (repositories) for storing, searching and retrieving project related information including integration events (tasks, activities) categorized into a plurality of headings (phases, stages, areas, categories; Figures 1 and 7) as discussed above.

14. Regarding Claim 26 Marpe et al. teach that the merger and acquisition management system includes an overview of acquisition integration and feedback

received from users and further that this and a plurality of other project related information is stored in databases as discussed above.

15. Regarding Claim 28 and 29 Marpe et al. teach a merger and acquisition management system configured to cause a screen to display/list a plurality of integration areas and events as discussed above (Figures 3, 4, 6, 7, 18 and 19; and as shown above).

16. Regarding Claims 30 and 64 and 72 Marpe et al. teach that the merger and acquisition management system displays a plurality of integration areas, events, tasks, activities, and a plurality of project items and further that those items are categorized into a plurality of phases (stages, areas, types) as discussed above.

17. Regarding Claim 33, 65 and 73 Marpe et al. teach that the merger and acquisition system provides a means for planning, managing and executing the entire merger and acquisition project (lifecycle) wherein the project plan includes a plurality of integration areas (topics, projects, lines of business, people, technologies, processes) and the tasks/activities associated with those areas as discussed above.

The specific integration areas as claimed are non-functional matter and as such represent unpatentable subject matter. The integration areas as claimed merely serve as labels for any of a plurality of people, process and/or technology areas (lines of business, projects, topics, processes, readiness areas, departments, etc.) wherein a

plurality of alternative labels could be utilized without affecting the system's ability to manage the merger and acquisition process/lifecycle or create integration project plans.

18. Regarding Claims 39, 59 and 67 Marpe et al. teach that the merger and acquisition management system comprises a means for displaying a plurality of sub-events (activities, tasks, task packages; drill-down; Column 10, Lines 14-21) for an integration event.

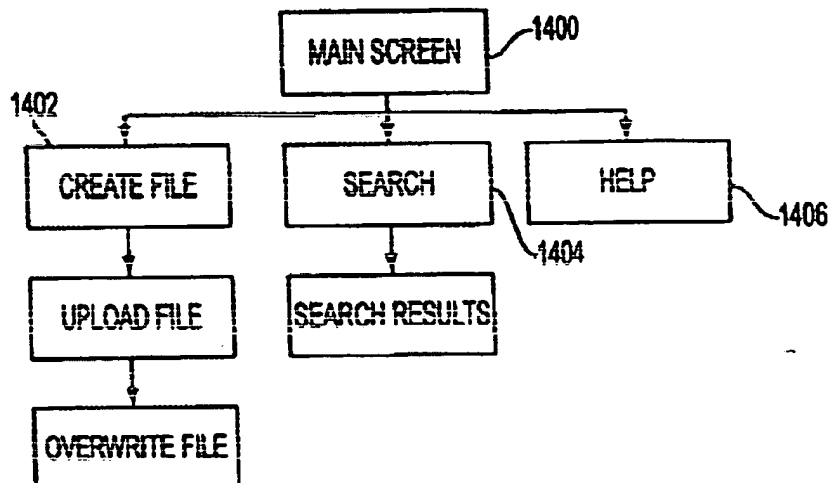
19. Regarding Claims 40-43, 45-47, 60-63 and 69-71 Marpe et al. teach that the system provides a means for creating, storing, editing and searching a plurality of project related items (documents, information) and that the items contain a plurality of attributes including but not limited to: the person responsible (owner, assigned to), detailed explanation (help, templates, overview), dates, samples, and attached files all of which are stored in a plurality of databases as discussed above. Marpe et al. further teach that these documents can be uploaded to (attached) and stored on the system (Figure 14; tables 7, 13, 15, 20 and 42; Column 24, Lines 1-68; Column 26, Lines 1-30; Column 30, Lines 48-50; Column 31, Lines 25-68).

20. Regarding Claim 51-52, 54 and 56 Marpe et al. teach that the merger and acquisition management system comprises a multi-tier architecture and utilizes a plurality of Internet (Intranet, Net, network) technologies to provide a user interface, business logic and database access (Column 3, Lines 10-12, Column 9, Lines 1-20;

Column 26, Lines 2-3; Column 33, Lines 13-22; Column 51, Lines 34-55; Figures 1 and 17).

21. Regarding Claims 53 Marpe et al. teach that the merger and acquisition management system creates, stores and utilizes a plurality of work plans based on prior experience, pre-defined templates, sample documents, etc. and that the plans span the entire merger and acquisition lifecycle including but not limited to an integration plan based on pre-stored (predefined) assumptions (information, data) in a database as discussed above.

22. Regarding Claim 55 Marpe et al teach that the merger and acquisition management system provides a plurality of search interfaces enabling users to specify search criteria, search a plurality of databases based on the search criteria, retrieve information matching the search criteria and view the matching information retrieved (Column 24, Lines 1-68; Tables 13-15; Figure 14 as shown below).

**FIG. 14**

23. Regarding Claim 57 Marpe et al. teach that the merger and acquisition management system provides security functionality for restricting access to the system (Column 43, Lines 19-60; Table 39).

24. Regarding Claims 78 and 79 Marpe et al. teach that the merger and acquisition management system categorizes integration events (tasks, activities) into a plurality of phases (stages, periods, headings, areas, groups, lines of business) as discussed above. Marpe et al. further teach that the system provides a plurality of information (reports, graphs, charts, scorecards, spreadsheets, dashboards, etc.) regarding the ongoing progress (status, state) of the merger and acquisition project (lifecycle; executive dashboard, reporting & tracking modules; Figure 8, Element 830; Column 18, Lines 45-49 and 65-68; Column 20, Lines 7-68; Column 21; Figure 10 and as shown

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below). Further Marpe et al. teach that progress and other information is provided in a plurality of formats including but not limited to a spreadsheet format.

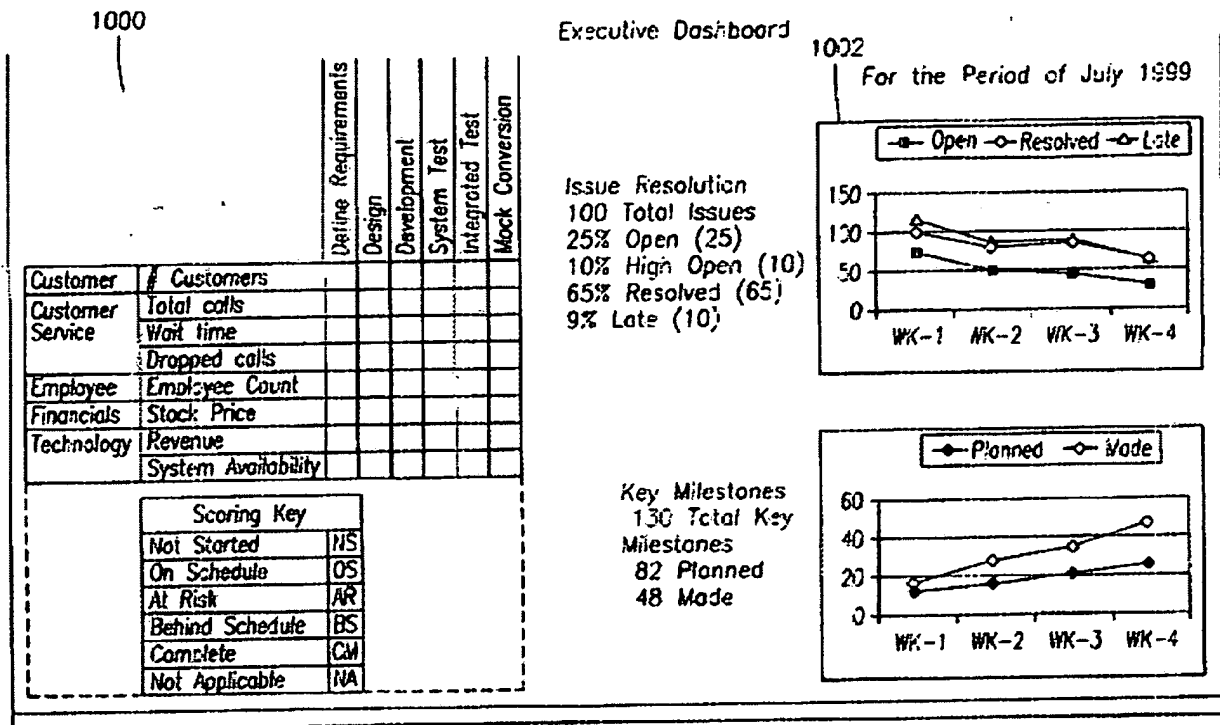


Figure 10

Conclusion

25. Applicant's amendment necessitated the new ground(s) of rejection presented in this Office action. Accordingly, **THIS ACTION IS MADE FINAL**. See MPEP § 706.07(a). Applicant is reminded of the extension of time policy as set forth in 37 CFR 1.136(a).

A shortened statutory period for reply to this final action is set to expire **THREE MONTHS** from the mailing date of this action. In the event a first reply is filed within **TWO MONTHS** of the mailing date of this final action and the advisory action is not mailed until after the end of the **THREE-MONTH** shortened statutory period, then the shortened statutory period will expire on the date the advisory action is mailed, and any extension fee pursuant to 37 CFR 1.136(a) will be calculated from the mailing date of the advisory action. In no event, however, will the statutory period for reply expire later than **SIX MONTHS** from the date of this final action.

26. The prior art made of record and not relied upon is considered pertinent to applicant's disclosure.

- Wolters et al., U.S. Patent No. 5,826,252, teach a project planning and management system wherein best practices, reference data, task lists, checklists, project documents, project templates, lessons learned, feedback and a plurality of other project related items (deliverables, documents, communications) are created, captured, stored, shared and reused amongst a plurality of projects thereby providing a

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standardized and repeatable means for executing similar projects. Wolters et al. further teach that the project planning system utilizes a menu driven graphical user interface.

- Ebert et al., U.S. Patent No. 5,890,131, teach a project planning and management system enabling users to share project related data and create tasks/activities associated with user-defined phases (stages). Ebert et al. further that the system utilizes menu driven graphical user interface.

- Fredell et al., U.S. Patent No. 6,678,698, teach a project management system wherein the system provides for the secure distribution and management of project items (information, documents); a graphical user interface comprising a plurality of menus; a task menu for classifying/grouping tasks; standardized checklists (task lists); a project repository for storing project information to be reused; and on-line help and other project information to assist project resources in the completion of their tasks. Fredell et al. further teach that the project management system is applicable to merger and acquisition projects and provides an example of the due-diligence phase wherein the system provides a standardized list of due diligence questions and a due diligence repository with due diligence checklists from prior merger and acquisition projects.

- Dimitruk et al., U.S. Patent Publication No. 2002/0133384, teach a decision support system wherein users interactively complete a series of modules, each module consisting of a series of questions, resulting in an set of recommendations (wizard, menu driven selection and user interface). Dimitruk et al. further teach that the system has been applied to merger and acquisition projects and further provides an example of such an application wherein the system analyzes a plurality of M&A transaction types

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(deal structures; business combination, investments, etc.) and objectives (entire business, intellectual property, human resources, etc.) as part of the recommendation process (analysis).

- Sanches, Manuel J., U.S. Patent Publication No. 2003/0018510, teaches a project planning and management system for creating action (project) plans that include detailed actions (tasks, activities) associated with project phases. Sanches further teaches that the project planning and management system provides organizations with the ability to create and utilize repeatable and tunable procedures such features including but not limited to: training associated with actions, editable task descriptions or attributes, web-based training and knowledge transfer through the use of a knowledge base. Sanches further teaches that the system is well-suited for mergers and acquisitions, reorganizations and other enterprise-wide strategic projects. Sanches further teaches that the application of the system to the post-merger/post-acquisition phases of a merger and acquisition project.

- Murch, Richard, Project Management: Best Practices for IT Professionals, teaches the fundamentals of project management and planning. Murch further teaches the importance and role of Knowledge Management for project management.

- Galpin, Timothy J. et al., The Complete Guide to Mergers and Acquisitions – Process Tools to Support M&A Integration at Every Level, teach a plurality of best practices for enabling the integration of different processes, organizations, and cultures including pre-deal dos and don'ts, people dynamics, common mistakes,

communications strategies, templates, checklists, tools and specific events (actions, tasks, activities) throughout the merger and acquisition integration process.

- Carey, Dennis et al., Harvard Business Review on Mergers and Acquisitions, teaches conducting mergers and acquisition including the types of acquisitions through a collection of articles from business leaders.

- Rock, Milton L. et al., The Mergers & Acquisitions Handbook, teach that the merger and acquisition process includes strategic planning, deal making, valuation and pricing. Rock et al. further teach key merger and acquisition principles and techniques illustrated through Fortune 500 case studies.

- Brown, Laura, Integration Models: Templates for Business Transformation, teaches a method for to integrating enterprise applications for businesses undergoing merger and acquisitions activities through the use of integration models and templates.

- Reed-Lajoux, Alexandra, The Art of M&A Integration – A Guide To Merging Resources, Processes & Responsibilities, teaches a plurality of best practices related to post-merger integration.

- Prichett, Price et al., After the Merger – The Authoritative Guide for Integration Success, teaches common merger and acquisition types (climates, scenarios) and best practices for post-merger integration including integration project management.

- Pyron, Tim et al., Using Microsoft Project 2000, teaches a project planning and management system comprising a graphical user interface, the creation and use of new and existing project templates and web-based project management.

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Any inquiry concerning this communication or earlier communications from the examiner should be directed to Scott L. Jarrett whose telephone number is (703) 306-5679. The examiner can normally be reached on Monday-Friday, 8:00AM - 5:00PM.

If attempts to reach the examiner by telephone are unsuccessful, the examiner's supervisor, Hafiz Tariq can be reached on (703) 305-9643. The fax phone number for the organization where this application or proceeding is assigned is 703-872-9306.

Information regarding the status of an application may be obtained from the Patent Application Information Retrieval (PAIR) system. Status information for published applications may be obtained from either Private PAIR or Public PAIR. Status information for unpublished applications is available through Private PAIR only. For more information about the PAIR system, see <http://pair-direct.uspto.gov>. Should you have questions on access to the Private PAIR system, contact the Electronic Business Center (EBC) at 866-217-9197 (toll-free).

SJ
1/28/2005



TARIQ R. HAFIZ
SUPERVISORY PATENT EXAMINER
TECHNOLOGY CENTER 3600